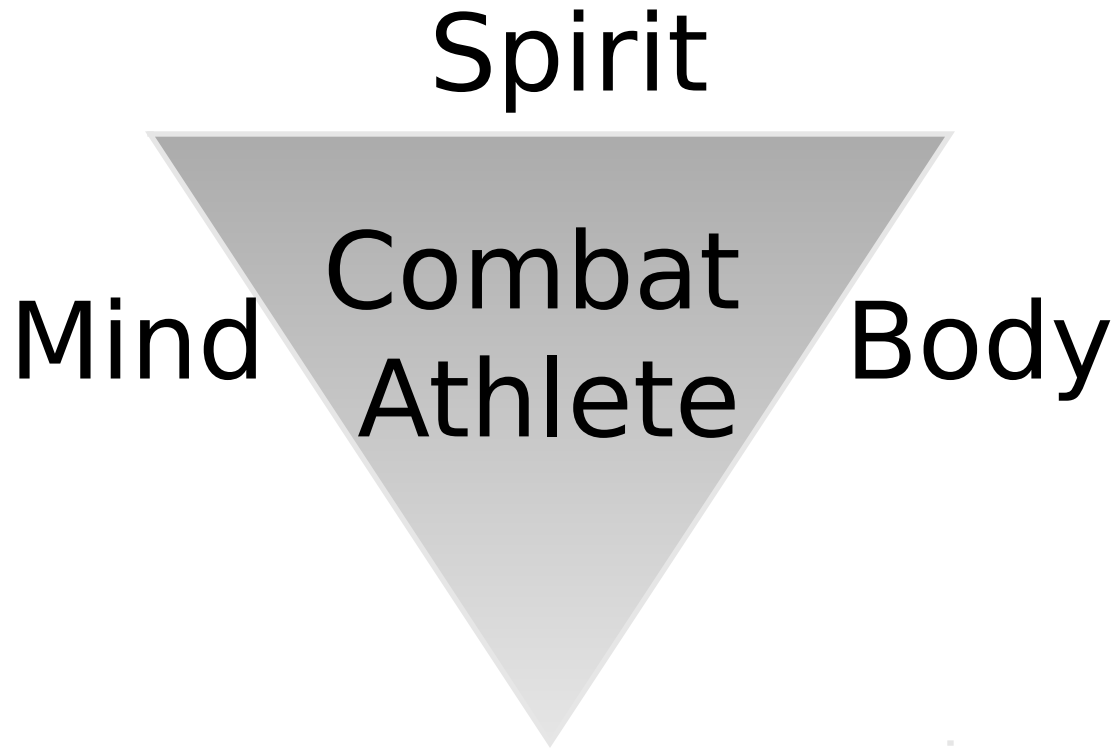
SPIRITUS INVICTUS



Unit Cohesion & the Impact on Safety

(A Review)

The Facts

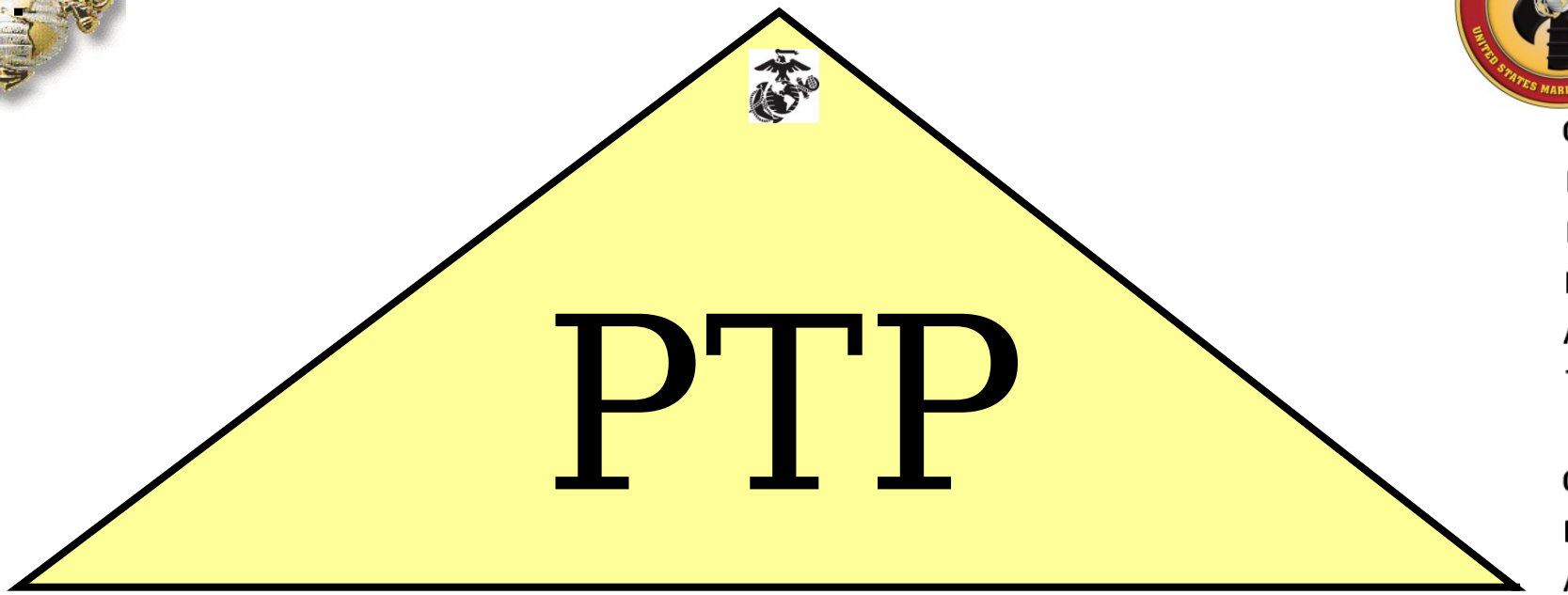
- We don’t see most of the decisions that our Marines make in combat or in garrison.

- Marines make good decisions in combat.

- Evidence shows an increase in poor decision making in garrison.

- Poor decision making leads to safety statistics…and **programs**.

COMMANDER'S PRIORITIES



OPERATIONAL

FOUNDATION

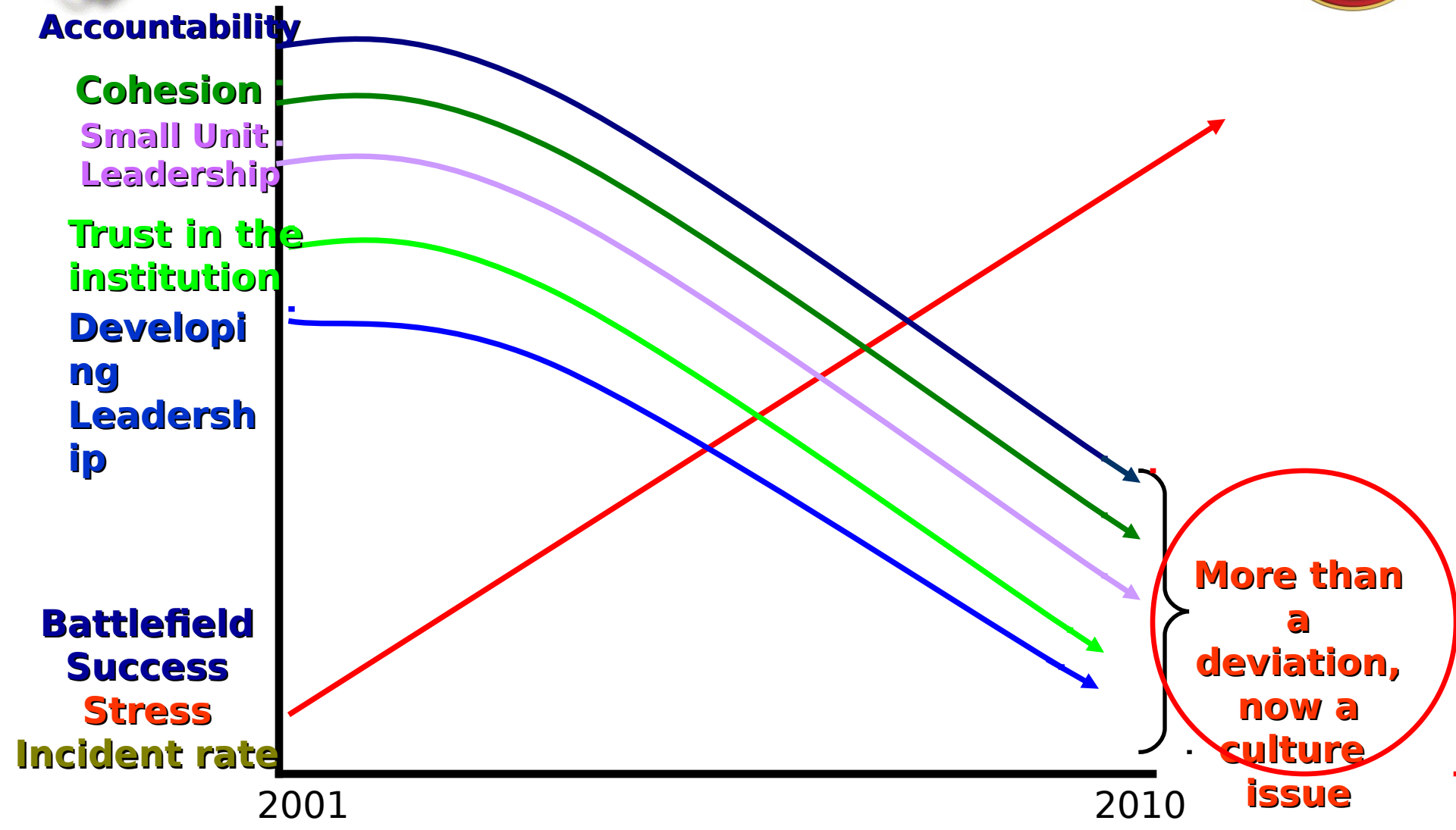
SOF Care	**Cohesion**	**Commander's Prep**
Admin Readiness	**Standards of Conduct**	**Reintegration**
Counseling	**Drug/Alcohol**	**Maintenance/Accountability**
PME	**SNCO EMPOWERMENT**	**QOL**
Interior Guard	**Force Preservation**	**Family Readiness**
Family Advocacy	**Medical Care**	**Military Justice**
Network Security	**Civilian Integration**	**Spirit/Fitness**
Staff Officer Course	**Commander's Message**	**Behavioral Health**

The Evidence

- DEOX Survey Results
  - Trust
  - Commitment
  - Lower than the DOD/ Joint Standard

!

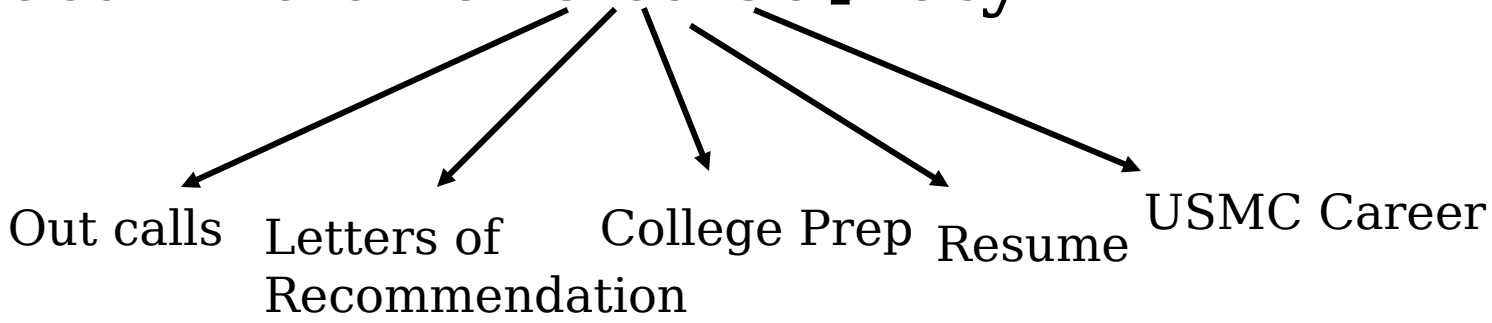
Culture Shift



The Moral is to the Physical as 3:1

Hope Card

- Make Marines ✓
- Win Battles ✓
- Return citizens to society ?



- Very difficult in Transition!

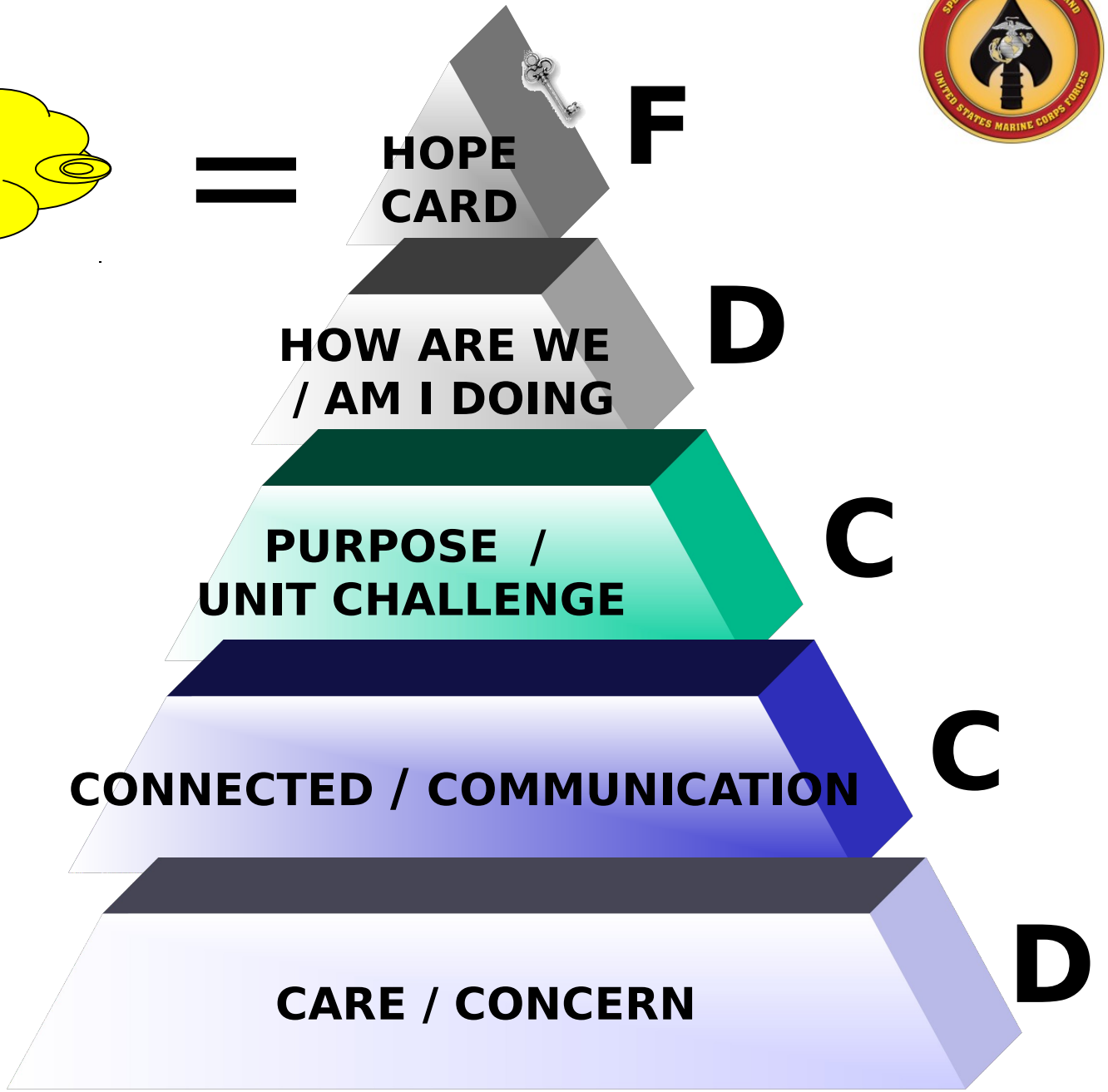
Red Carpet Treatment

Junior SNCO Equation

- MOS expertise: High
- Life skills, problem solving: Low
- Operate at ground zero of the **culture shift**
- Can't solve this on their own… need institutional support - course correction.

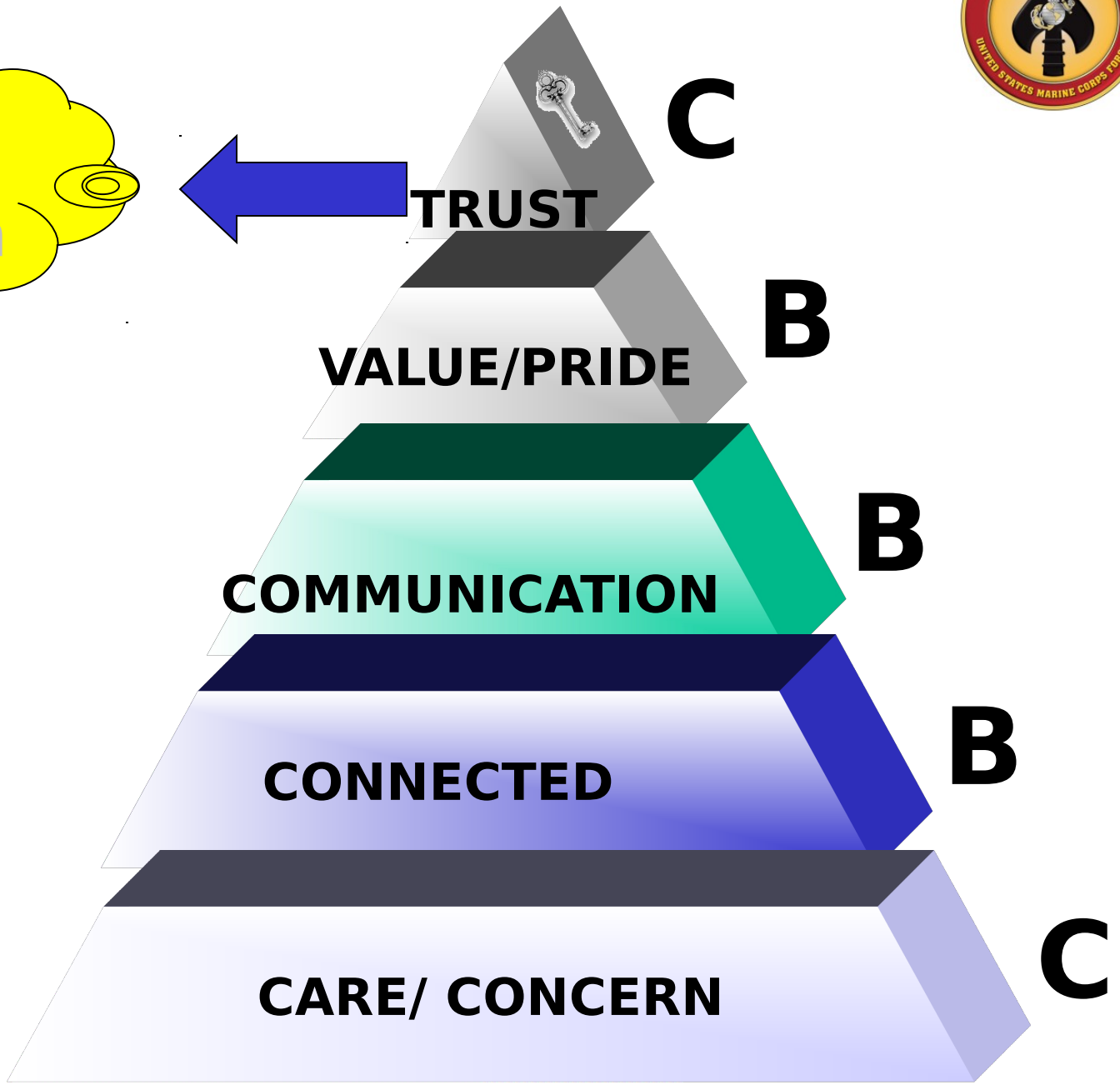
Trust

=



Cohesion

Better Decisions

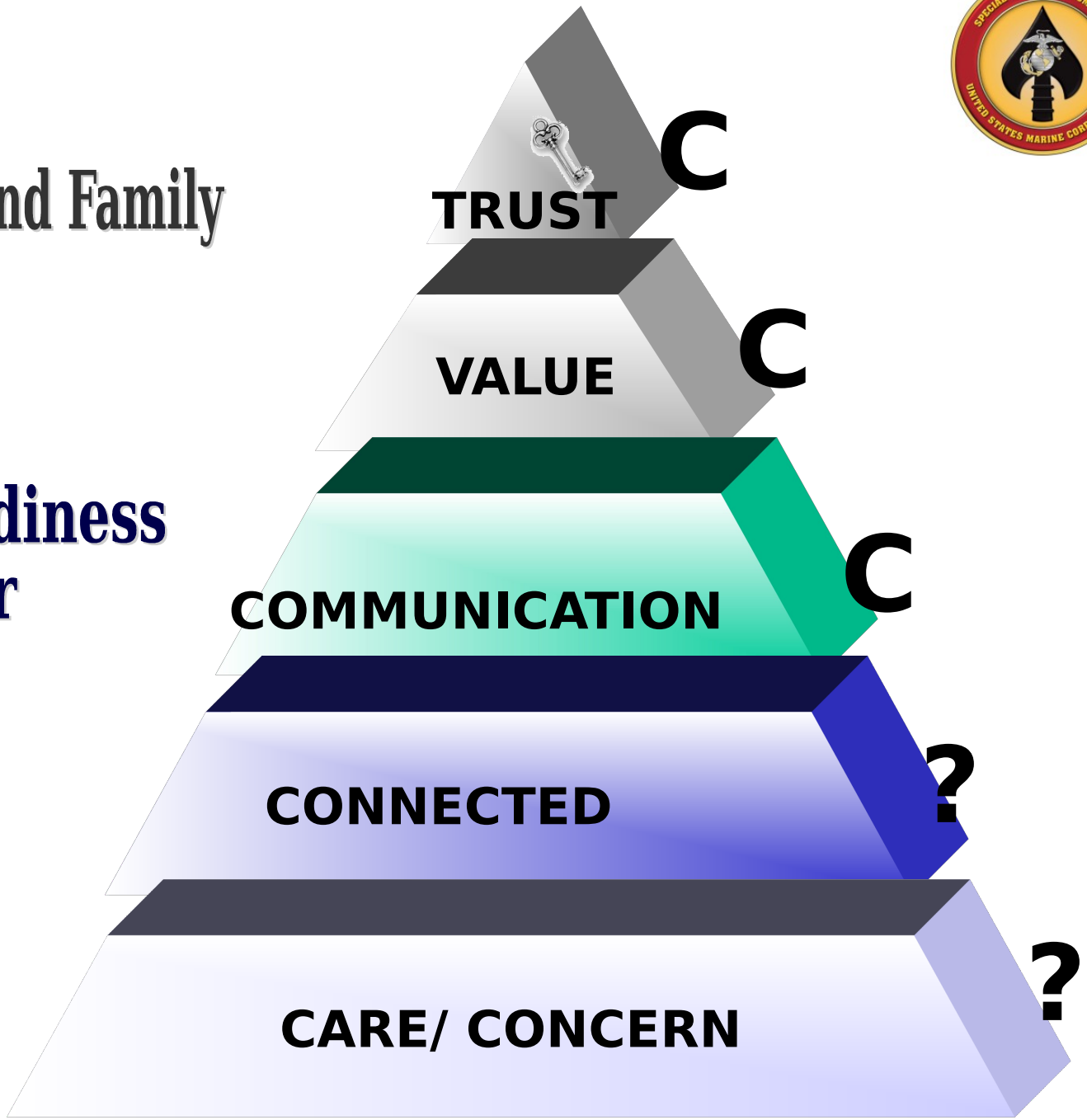


Cohesion

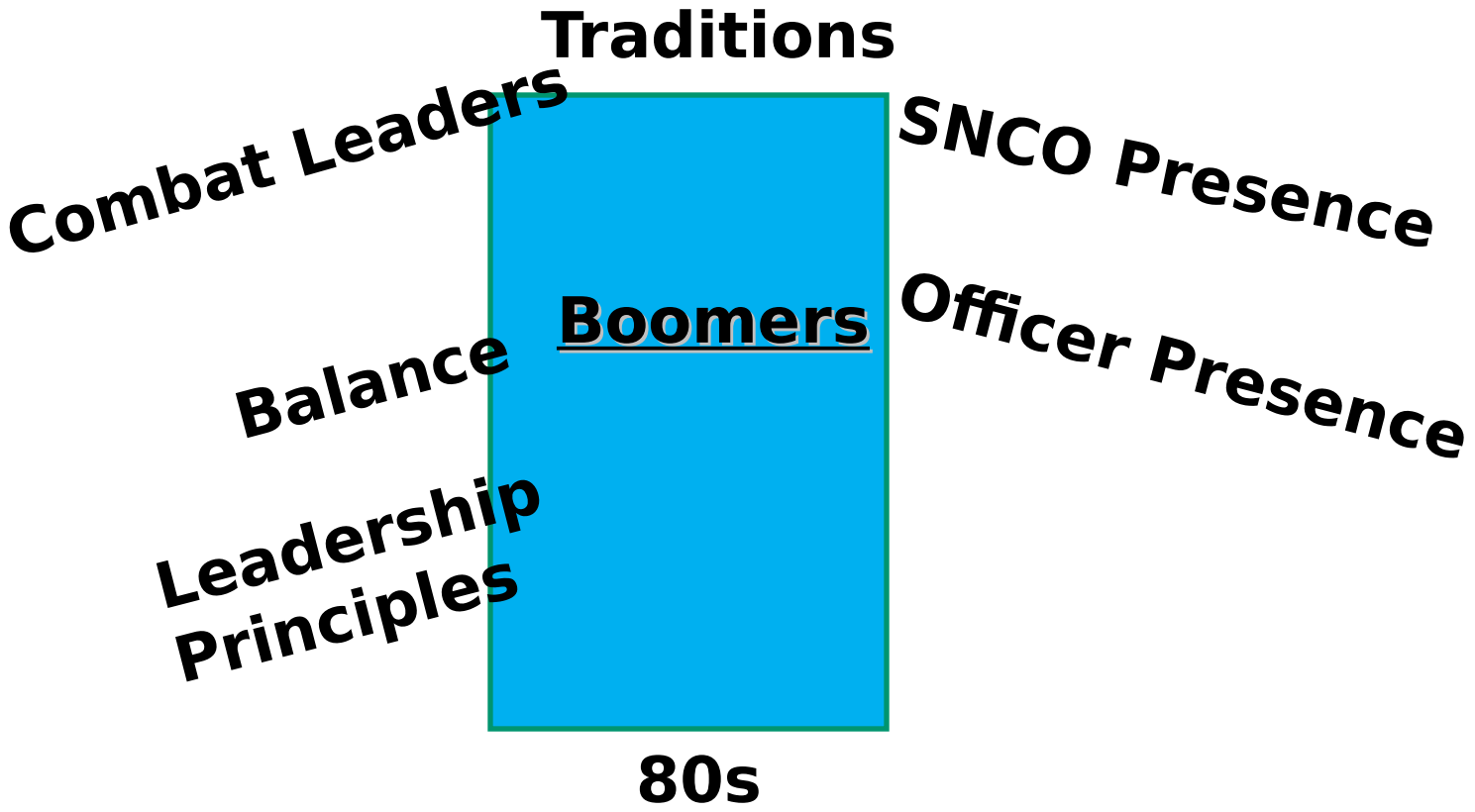
Marine and Family

Family Readiness Officer

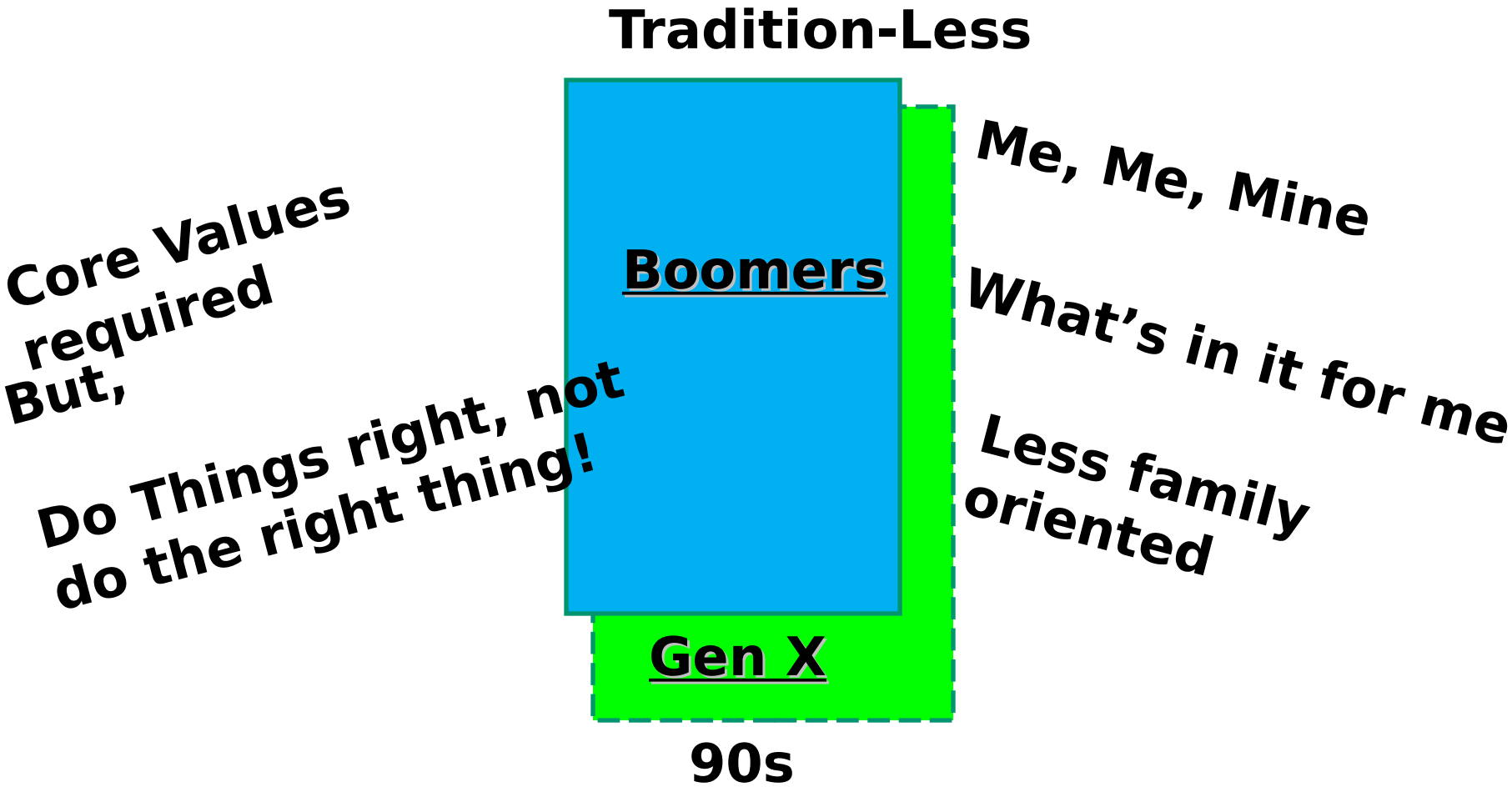
Leadership



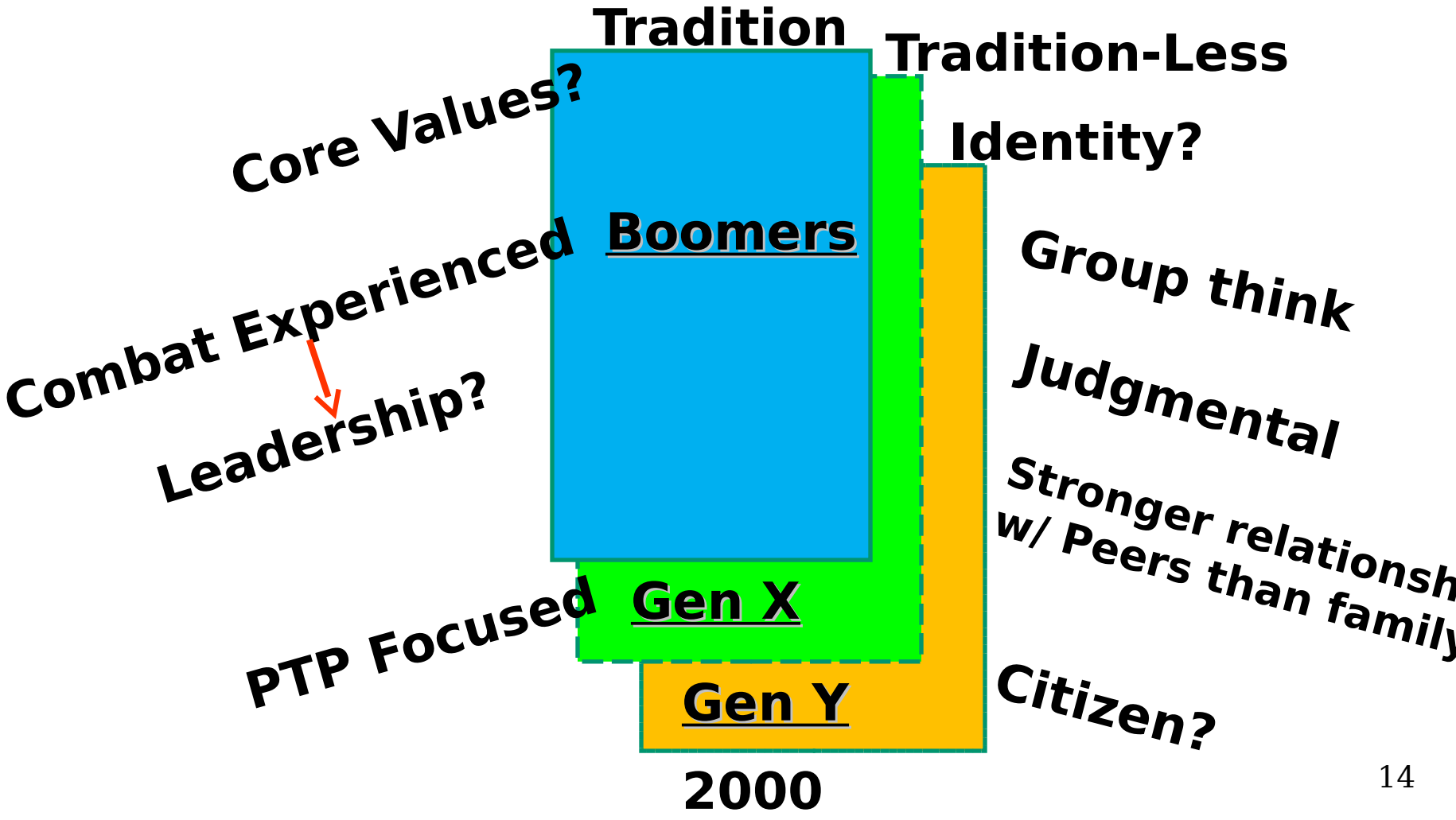
Generational Impacts



Generational Impacts



Generational Impacts



Conclusions

- Trust is an essential element of cohesion and we must revisit how we develop it.
- SNCO's can't "Fix" leadership issues by themselves.
- More than Core Values training. Core values are not touch stones beyond MCRD.
- Requires Full Court Press on
  - Teaching, mentoring and coaching
  - Main effort in MCU- right play book (OSCAR)
- Institution must place high value on coaching. Must understand players.
- Small Unit Leaders must see what "Right" looks like.
- Recalibrate DEOX to measure cohesion with focus on trust.
- Must keep returning lettermen in the leadership equation.
- Good coaching leads to resilience in spirit, mind and body.

CMC to COMMARFORSOC

- Continue to develop “ideas” for wider application to the Marine Corps.

- Ideas or Integrating Concept?

Coaching

Every player comes from a different environment. The underpinning of his spirit, mind and body differs significantly- No cookie cutter. The entry level pipeline does not set a common, sustainable baseline due to differences in generational indicators, family values/experiences, adherence to institutional norms, and faith in the institution.

Coaching

- These dynamics are present for coaches in any sport. The Paterno's, Krzyzewski's, and Tressels excel by individually tailoring leadership and coaching addressing development of sprit, mind and body.
- The parallels to coaches in sports have limited application.

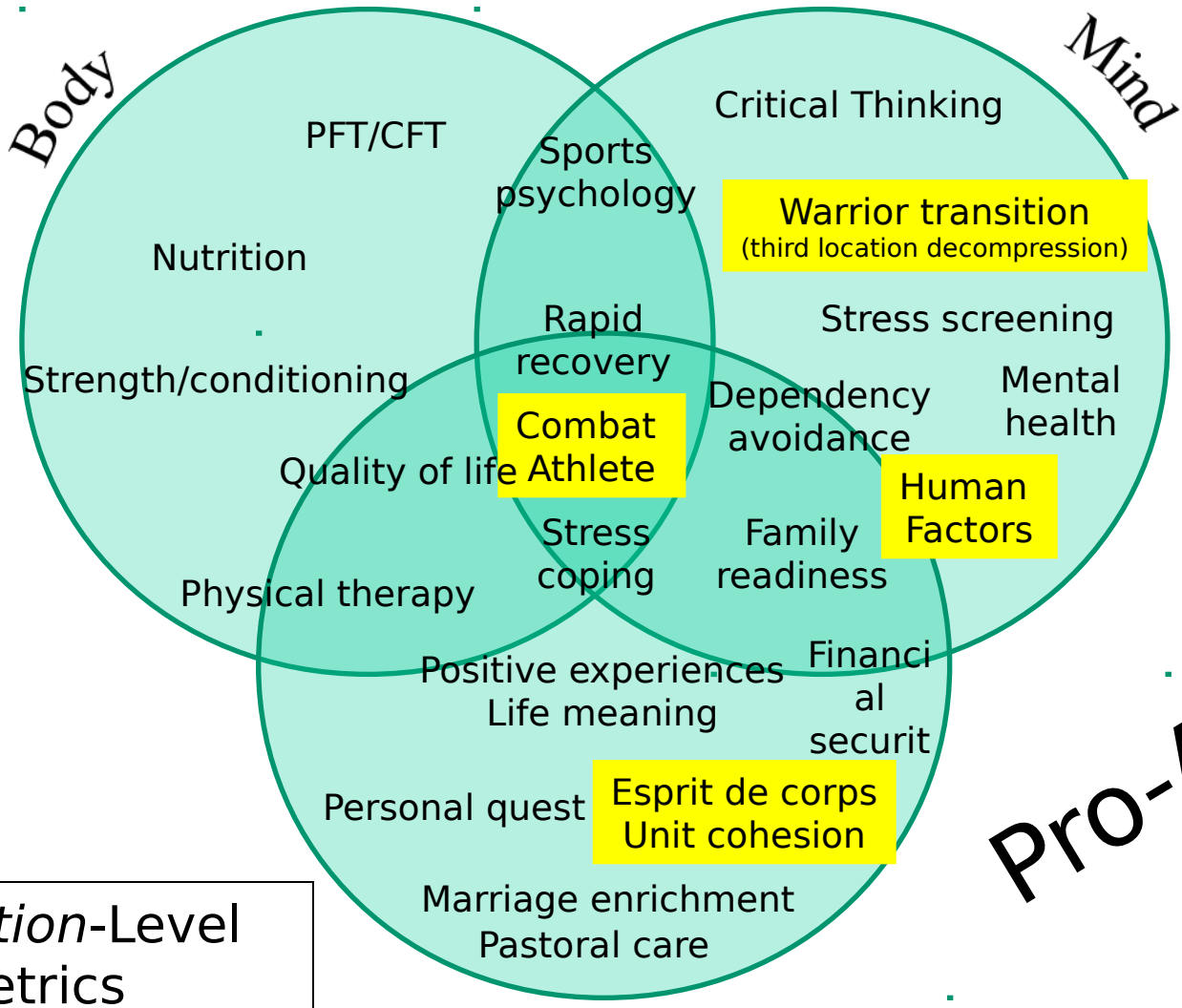
Coaching

- The parallels to coaches in sports have limited application.
- The athlete executes in a well defined box with time out, resets, and offseason- and enjoys constant feedback.
- The Marine lives with friction, chaos, ambiguity, minimal feedback, and an architecture ill designed to access the current effects on spirit, mind, and body.

MARSOC Coach

- Marines are Family
- Family is Community
- Community is a source of strength
- Community is sanctuary
- Coaches lead, teach, coach, mentor, and assess in spirit, mind and body.
- Coaches synergize **programs** to the benefit of the player.

Program Resiliency



Pro-Active

Population-Level metrics to assess effects

Spirit Invictus

- MARSOC Performance and Resiliency Program (PERRES).
  - Resilience: The individual unit's capacity to withstand mental, spiritual and physical stress and hardship and remain functionally and holistically able to self and group renew.

PERRES Methodology

- Interactive Tapestry (Community)
  - Mental: mental health, stress screening, human factors, warrior transition, 3rd location decompression.
  - Physical: Movement, pro-habilitation, physical therapy, strength and conditioning.
  - Spirit: Care, family, purpose, feedback, pastoral care, life skills, traditions, individual coaching, hope card.

Combat Athlete

- Environment
  - Rapid, diverse change in terrain, enemy, and climate.
  - No action and rest cycle-must maintain optimal performance.
- Produces
  - Warrior Class
    - Closed social and cultural nexus
    - High and unrelenting standards (core values)
    - Allegiance to trust and tradition
    - Cohesive and honor bound

	Coaches	Coaches' Tools
Physical	•Strength Coaches •Physical Therapists •MARSOC Coaches (Main Effort)	•Movement Screener •Pro-habilitation Training (4 Phases) •Nutrition
Mental	•Providers/Oscar Extender •Leaders •Military One Source	•Support Network •Human Factors Council •The Problem Checklist for Military •Leader's Course •Autonomy Neurological Assessment •3rd Location Decompression-Family Brief Transition
Spirit	•Leaders-Coaches •Community •Family Readiness Command Team	•Esprit de Corps •Hope Card •Mentoring •Family Readiness •Timely Medical Treatment •Counseling

Human Factors Council

- Recognizes Marine/Sailors experiencing career or personal problems that cause stress- At risk Marines.
- Executed at the bottom level monthly or upon incident.
- Ensures comprehensive treatment and solutions.
- Allows transparency between leaders and providers on mental health issues.

Third Location Decompression

- Transition “Stop” from combat to CONUS
- Provider/Marine relationship initiated; reduction of “stigma”
- Psychological Screening; Combat Stress Briefing; Cohesive “Down Time”
- Families included in process
  - Pre & post deployment surveys; Human Factors tie-in.

Way Ahead

- PERRES Awareness.
- PERRES Integration- Develop Coaches.
- Engage Family.
- Leader’s Adaptation.
- Focus on the Performance- but equally on the resiliency.